CALGARY - CANMORE TOURISM DESTINATION AREA STUDY

EXECUTIVE SUMMARY

PANNELL
KERR
FORSTER
Management Consultants

MARCH 1985

86-0029/

Travel Alberta
CANADA

TO WHOM IT MAY CONCERN:

The enclosed consultant's report provides Executive Summaries of the two volumes of the Calgary/Canmore Tourism Destination Area study, namely Volume I: Inventory and Assessment of Tourism Resources, and Volume II: Tourism Development Strategy. The study boundaries for this area coincide with the Calgary and District, Tourist Zone 10 of Alberta.

It should be noted that the two volumes of the report do not represent Government policy. Rather, they represent the first steps in the Tourism Destination Area Planning and Development Process. Comments received from both local residents and various government agencies have been incorporated into the report.

If you have any comments relative to this study, please forward them to:

Planning Unit, Development Branch
Alberta Tourism and Small Business
12th Floor, Capitol Square Building
10065 Jasper Avenue
Edmonton, Alberta
T5J 0H4

Public workshops will be held over the next few months to discuss your comments about this study, and to determine what follow-up actions are required. Dates and details of these workshops will be advertised in local papers.

Additional copies of this report are available by contacting the above address, or by telephoning 427-4340.

Sincerely,

D. A. Hayes
Assistant Deputy Minister
Tourism Division

CALGARY–CANMORE
TOURISM DESTINATION AREA STUDY

EXECUTIVE SUMMARY

VOLUME I: INVENTORY AND ASSESSMENT
VOLUME II: TOURISM AND DEVELOPMENT STRATEGY

Prepared for:

TRAVEL ALBERTA

Prepared by:

PANNELL KERR FORSTER

In Association With

CARSON–MCCULLOCH ASSOCIATES LTD.

MACLAREN PLANSEARCH

GREAT PLAINS RESEARCH CONSULTANTS

MAY 1985

EXECUTIVE SUMMARY

VOLUME I: INVENTORY AND ASSESSMENT

CALGARY-CANMORE
TOURISM DESTINATION AREA STUDY

EXECUTIVE SUMMARY

VOLUME I: INVENTORY AND ASSESSMENT

INTRODUCTION

The Calgary-Canmore Tourism Destination Area Study was initiated by Travel Alberta as part of the ongoing Tourism Destination Area Planning Program. The purpose of the study is to inventory and evaluate opportunities for, and constraints to, development of the tourism industry, and to prepare a tourism development strategy for Calgary and District Tourist Zone 10 (Map 1). The study findings are presented in two volumes: Volume I - Inventory and Assessment, and Volume II - Tourism Development Strategy.

The objectives of the inventory and assessment are two-fold:

1. to inventory and evaluate the current level of tourist facilities, events, attractions, and activities in the area; and

2. to identify opportunities for private sector involvement in tourism development.

As part of the study process, input was obtained from business people; attraction operators; local, provincial and federal government representatives; and the general public.

INVENTORY AND ASSESSMENT

Tourism resources, biophysical characteristics, heritage resources, the economy, human resources, visitor characteristics, tourism markets, and plans and policies were inventoried and assessed to provide an information base for further study and to identify tourism development opportunities.

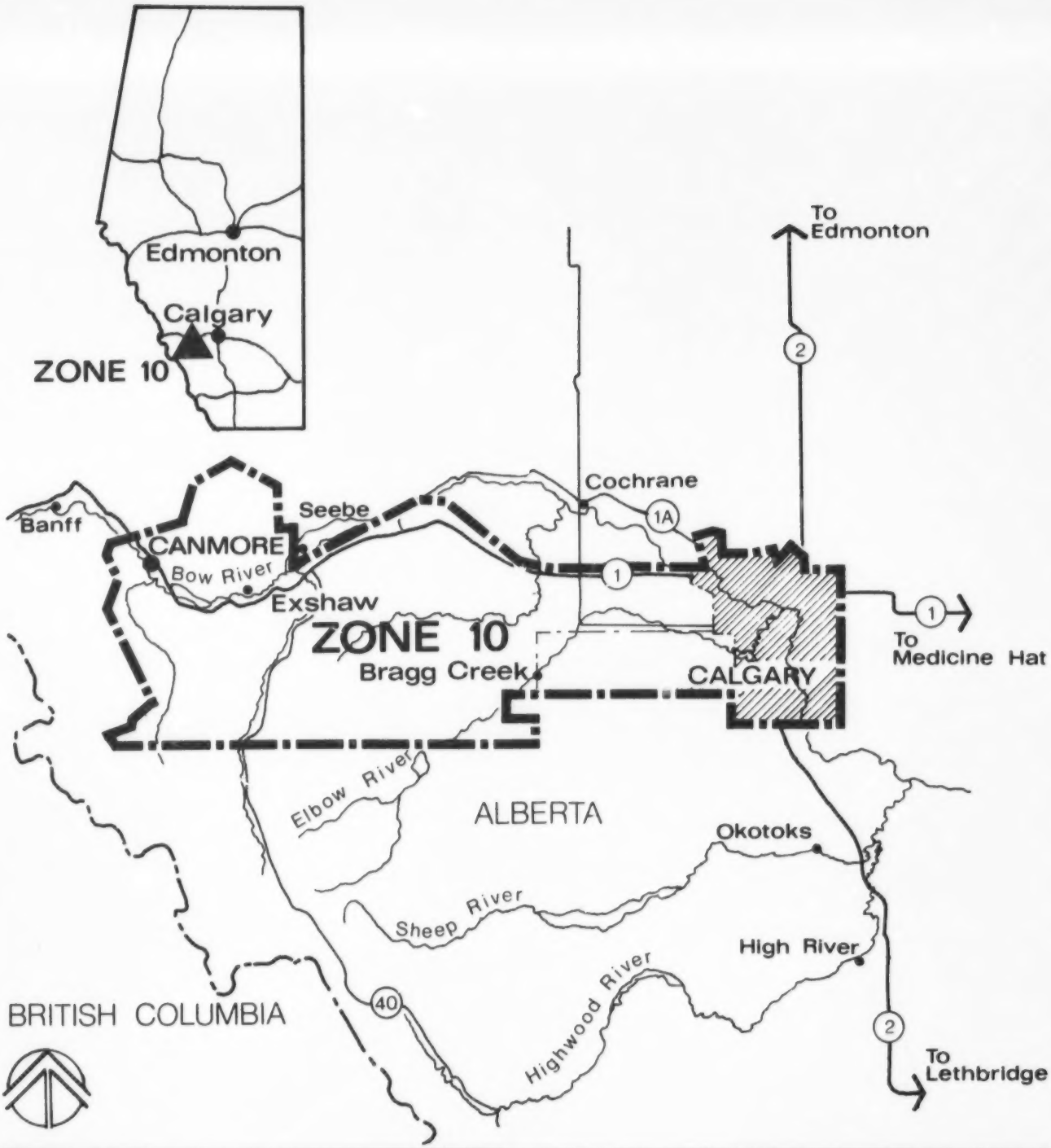
BIOPHYSICAL OVERVIEW

The biophysical overview describes the climate; geology and physiography; rivers, lakes and reservoirs; soils, vegetation, wildlife; and fish of the natural regions in Zone 10. Significant biophysical features which may be of interest to tourists and implications of the biophysical characteristics on tourism development are presented. Some of the most significant biophysical features in the Zone include the Bow River Valley, Nose Hill, Lac des Arcs, Mount Allan and Spray Lakes Reservoir.

TOURISM RESOURCES

The inventory of tourism resources includes a wide variety of attractions, events, parks, campgrounds, accommodations, food and beverage services, information centres and special facilities such as the Olympic venues. Transportation facilities are also included in this inventory. The Calgary Zoo, Heritage Park, Stampede Park, Glenbow Museum and Fort Calgary are some of the many tourist attractions in Zone 10. Highlights of the tourism resources inventory include:

- a total of 9,946 units of overnight accommodation are available in 102 establishments in the Zone;
- over 730 food and beverage service outlets in the Zone offer a variety of cuisine, service and atmosphere;
- the Calgary Stampede;
- a good variety of motorcoach and self-guided tours of Calgary and area are available;
- Kananaskis Country, a year-round multi-use outdoor recreation area, 127,000 hectares in size;



STUDY AREA - ZONE 10

CALGARY - CANMORE TOURISM
DESTINATION AREA STUDY

JANUARY, 1985

PANNELL KERR FORSTER
In Association With
CARSON-McCULLOCH ASSOCIATES LTD.
LAVALIN
GREAT PLAINS RESEARCH CONSULTANTS

METRIC SCALE
0 10 20 Km

MAP
1

- 26 public and privately operated campgrounds supply over 2,300 sites;

- urban character areas in Calgary, downtown, 17th Avenue/Mount Royal, Stephen Avenue Mall, and Kensington, attract hundreds of thousands of tourists each year and have good potential to attract more;

- 11 centres provide information to visitors;

- guest ranches and bed and breakfast operations in Zone 10 provide unique accommodations and experiences to visitors;

- the 1988 Winter Olympic venues, some existing and others currently under construction, will provide new tourism opportunities in first class facilities for residents and visitors;

- Zone 10 is a mecca for a wide variety of land, water and air-based outdoor recreation such as golf, mountain climbing, hiking, horseback riding, snowmobiling, downhill skiing, cross-country skiing, river rafting, canoeing and kayaking, fishing, hot air ballooning, and helicopter touring;

- a full range of visual and performing arts organizations and facilities; and

- a modern transportation network of major highways, airports, railways, and bus services featuring the Calgary International Airport, Trans-Canada Highway, and Light Rail Transit (L.R.T.).

HERITAGE RESOURCES

The discussion of heritage resources includes:

- a history theme overview of the Zone;
- an inventory of heritage resources in Calgary, Canmore, and Rural Zone 10; and
- an inventory of point-of-interest signs, texts and locations within the study area.

The historic themes of the Zone can be arranged hierarchically as a basis for any attempts to select appropriate interpretive or promotional themes. The themes, in descending order of interpretive significance, are:

- resource development;
- settlement;
- transition from a nomadic to a settled economy;
- ranching;
- the fur trade; and
- politics.

Some of the more significant or well-known heritage resources in the Zone are:

- Heritage Park;
- Fort Calgary Interpretive Centre;
- Bow Valley Ranche;
- Stephen Avenue Mall;
- 17th Avenue/Mount Royal area;
- 10th Street - Kensington Avenue;
- Canmore Hotel;
- Ralph Connor Memorial United Church;
- St. Michael's Anglican church; and
- Spray Lakes and Grotto Mountain pictographs.

THE ECONOMY AND HUMAN RESOURCES

The economy and human resources of the Zone are discussed for three distinct areas: the City of Calgary; the Town of Canmore; and Rural Zone 10.

The total population of Zone 10 was estimated to be over 627,000 in 1983, with all but about 7,000 persons located in Calgary.

VISITOR CHARACTERISTICS AND TOURISM MARKETS

There was an estimated 5,745,000 visitors to Zone 10 in 1982. Approximately 2,634,000 of these visitors were Albertans. Of the 3,111,000 non-Alberta visitors to Zone 10, it is estimated that 65.8 percent were Canadian, 27.3 percent were American, and the remaining 6.7 percent were from around the world.

British Columbia is the largest non-resident market source for Zone 10, representing 29.1 percent of the May 15 to October 31 non-resident market. Ontario and Saskatchewan are fairly even, at 11.9 percent and 12.2 percent respectively, followed by Manitoba at 8.8 percent. The largest American market is California at 5.4 percent, followed by the Pacific North-West at 3.7 percent.

The major market opportunities for tourism in Zone 10 in descending order of importance, are:

- Alberta;
- British Columbia;
- Saskatchewan and Manitoba;
- Eastern Canada;
- United States; and
- International.

PLANS AND POLICIES

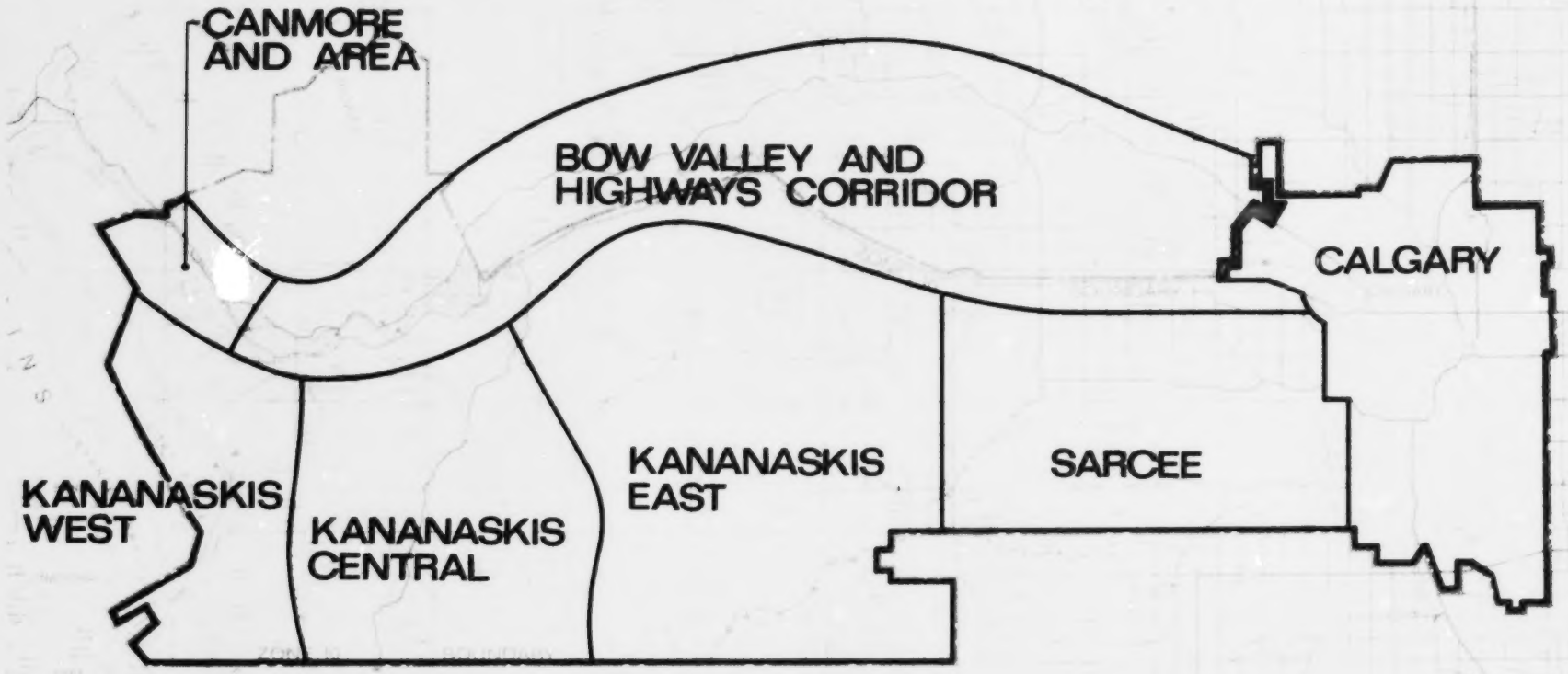
Numerous plans and policies, prepared by all three levels of government, were reviewed to establish a plans and policies framework for tourism development.

Overall, the plans and policies reviewed do not give fair recognition to the development of tourism. Some of the plans for the rural and natural areas focus on tourism and related developments. The City of Calgary plans were most disappointing in failing to recognize the importance of planning in the City and its character areas for tourism. In the plans and policies reviewed, tourism does not appear to be recognized as a major thrust for the City to assist in the diversification of its economy. In Canmore, the general municipal plan stresses the importance of tourism development to the town's long-term economic future. Also, a large area of the town, the North-East Benchlands Area 4, has been planned and serviced for resort development.

TOURISM DEVELOPMENT OPPORTUNITIES

Sixty tourism development opportunities were identified and reviewed on the basis of the market and resource assessments and the plans and policies framework. General opportunities for the Zone are identified along with opportunities in each of seven sub-zones (Map 2). The opportunities focus on ways to upgrade, improve and integrate existing tourist attractions, facilities and services; the development of new attractions and facilities; and methods to increase the overall range of opportunities available to visitors.

Table 2-1 presents a summary of the identified tourism development opportunities including a preliminary assessment of potential impacts and costs, and identification of the action or funding emphasis for each opportunity.



LEGEND

TOURISM DEVELOPMENT SUB-ZONES

CALGARY - CANMORE TOURISM DESTINATION AREA STUDY

JANUARY, 1985

PANNELL KERR FORSTER
In Association With
CARSON-McCULLOCH ASSOCIATES LTD
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GREAT PLAINS RESEARCH CONSULTANTS

METRIC SCALE
0 500 15 000
2 500 10 000

MAP 2

TABLE 2-1

SUMMARY OF TOURISM DEVELOPMENT OPPORTUNITIES

Opportunities	Capital or Operations Emphasis	POTENTIAL IMPACTS				Primary Action or Funding Emphasis
		Social	Economic	Environmental	Cost	
GENERAL						
• Attract World Class Sports Events Before and After the Olympics	O	2	2	-1	C	Pr
• Develop an Annual Winter Festival	O	2	2	1	C	Pr
• Develop a Western Heritage Theme	O	2	2	0	C	Pr
• Promote the Scenery by Making Highways "Visitor Friendly"	C	2	1	0	D	P
• Capitalize on Linkages to Attractions Outside the Zone	O	1	2	0	A	Pr
• Prepare Circle and Exploration Tour Publications	C/O	1	1	0	B	Pr/P
• Develop and Promote Major Attractions in Locations Outside of Calgary	C/O	2	2	-1	X	Pr
• Provide Tax Incentives and Concessions for Tourism Developments	C/O	1	2	0	X	P/M
• Develop and Promote Tours of Olympic Facilities	O	1	1	1	B	Pr
• Expand the Variety of Fixed Roof Accommodation Available	C	1	2	-1	X	Pr
• Improve and Develop Recreational Vehicle (RV) Parks	C	1	1	-2	E	Pr
• Develop Transportation Services to Destinations in Rural Zone 10	O	1	2	0	C	Pr
• Adjust Zone Boundaries to include Cochrane, Highway 1A and Stoney Indian Reserve	O	0	1	0	A	Pr
• Develop Adventure Tours	O	1	1	1	B	Pr
• Develop Educational and Industrial Tours	O	1	1	1	B	Pr
• Improve Visitor Information Services to Provide Accurate and Up-to-the-Minute Information on Attractions, Facilities, Events, and Services Available in Zone	C/O	1	1	0	C	Pr

Capital or Operations Emphasis:

C Capital
O Operations

Potential Impacts[1]:

2 Significantly Positive
1 Positive
0 No Impact
-1 Negative
-2 Significantly Negative
NA Not Applicable
X Unknown

1) The impact scale represents an overview assessment by the consultants. Detailed impact assessments may be required prior to development to identify mitigative measures to be implemented.

Cost Potential Order of Magnitude[2]:
(Thousand Dollars)

A Under 50
B 50 - 99
C 100 - 499
D 500 - 999
E Over 1,000
X Unknown

2) Cost potential is based on the first year of operation or the capital cost, whichever is applicable. Costs identified represent minimal amounts as anticipated by the consultants. Actual cost will depend on specific development requirements.

Primary Action or Funding Emphasis:

Pr Private
P Provincial
M Municipal

TABLE 2-1

SUMMARY OF TOURISM DEVELOPMENT OPPORTUNITIES (Continued)

Opportunities	Capital or Operations Emphasis	POTENTIAL IMPACTS				Primary Action or Funding Emphasis
		Social	Economic	Environmental	Cost	
• Develop a Central Reservations System for Zone Accommodation, Tours, Sports, Theatre, Events, etc.	C/O	1	2	0	C	Pr
• Improve Signage to Attractions and Services Off Major Transportation Corridors	C	1	1	0	B	P/M
• Give Canmore and Rural Zone 10 Higher Profile in Calgary Tourist and Convention Bureau	O	2	2	0	A	Pr
• Develop and Deliver Hospitality Training Programs	O	2	1	0	C	P
• Improve Operation of Existing Tourist Services and Facilities on Indian Reserves	O	2	2	0	C	P
• Develop Public Investment Implementation Strategy	O	1	2	0	A	P
• Provide Extra Assistance to Expedite Application Review and Processing	O	2	2	0	B	P
• Investigate the Feasibility of Developing First Class Casino in the Zone	O	-1	0	0	B	Pr/P
CALGARY SUB-ZONE						
• Develop Attractions, Facilities, and Services in Character Areas and Target Tourism Awareness Programs at these Areas	C	2	2	0	X	Pr
• Coordinate Marketing Activities for Major Attractions	O	2	2	0	A	P/M
• Implement More Dynamic and Experiential Programs at Major Attractions	C/O	2	1	0	D	P/M
• Organize Nightlife and Entertainment in Character Areas	O	2	2	0	C	Pr
• Introduce Design Elements into the Urban Environment to Promote Tourism	C	2	2	0	X	M
• Promote Complementary or Alternate Activities for Tourists	O	2	1	0	A	Pr/M
• Promote Tours and Tour Packaging	O	1	2	0	A	Pr
• Develop Boat Cruise with Entertainment on Glenmore Reservoir	C	2	1	-1	X	Pr
• Plan and Implement Other World Class Events in Calgary	O	2	2	0	X	Pr
CANMORE AND AREA SUB-ZONE						
• Promote Canmore and Area as the Staging Area for World Class Outdoor Recreation Events	O	2	2	-2	C	Pr
• Develop Arts Community in Canmore	C/O	2	2	0	X	Pr/P/M
• Develop a Landmark or Major Gateway to Attract People to the Downtown Area	C/O	2	2	0	X	Pr/M
• Promote Heritage Design in Canmore	C/O	2	1	2	B	M
• Capitalize on the Olympic Facilities and Games in the Area	O	1	2	0	X	Pr
• Develop Tours Based on Coal Mining and Forestry Themes	O	1	1	0	B	Pr
• Increase Opportunities for Water-Based Recreation	C	1	1	-1	B	P

TABLE 2-1

SUMMARY OF TOURISM DEVELOPMENT OPPORTUNITIES (Continued)

Opportunities	Capital or Operations Emphasis	POTENTIAL IMPACTS				Primary Action or Funding Emphasis
		Social	Economic	Environmental	Cost	
• Improve Trails, Trail Signage, and Access	C	1	1	-1	B	P/M
• Attract Major Resort Development to Area	C	2	2	-2	X	Pr/P/M
• Construct a Gondola or Tramway to a Mountain Viewpoint and Restaurant	C	1	2	-2	E	Pr
• Improve the Visibility of Facilities and Services Along Highway 1 and Improve Access/ Awareness Signage	C/O	1	2	1	X	Pr/P/M
• Develop and Promote Nightlife and Entertainment in Town	C/O	2	2	0	X	Pr
• Promote Canmore as a Service Centre for Surrounding Resort and Recreation Developments	O	2	2	0	A	Pr
• Prepare Tourism Action Plan for Canmore	O	1	2	0	A	Pr/M
BOW VALLEY AND HIGHWAYS CORRIDOR SUB-ZONE						
• Plan and Promote the Development of Service Centres and Attractions at Major Intersections on Highways 1 and 1A	C/O	1	2	-1	X	Pr
• Improve Signage to Attractions Off Highway 1	C	1	1	0	A	P
• Promote the Development of Resort and Seasonal Residential Developments on Patented Lands South of Highway 1	C/O	1	2	-2	X	Pr/P/M
KANANASKIS WEST SUB-ZONE						
• Revegetate Canal Embankments	C	1	0	2	E	Pr/P
• Develop Campground/Cabin Area with Nordic Facilities on South End of Spray Lakes Reservoir	C	1	1	-1	X	Pr
• Improve Signage to Kananaskis Country	C	1	0	0	A	P/M
KANANASKIS CENTRAL SUB-ZONE						
• Attract Developers for the Ribbon Creek Alpine Village	C/O	1	2	0	X	P/Pr
• Develop Campground at Bow Valley Provincial Park	C	1	1	0	E	P/Pr
• Establish Horseback Riding and Equipment Rental Concession	C/O	1	1	0	C	P/Pr
• Develop Trail and Road Systems to Connect with Resort Developments in the Bow Valley	C	1	2	-2	X	P
KANANASKIS EAST SUB-ZONE						
• Promote East Entrance to Kananaskis Country	O	1	1	0	A	P/Pr
• Upgrade Powderface Trail to a Year-Round Road from Sibbald Flats to the Elbow Falls Trail	C	1	1	-2	X	P
SARCEE SUB-ZONE						
• Develop Entrance to Rural Zone 10 and Tourist Facilities and Services on Sarcee Indian Reserve	C/O	2	2	-1	X	Pr

EXECUTIVE SUMMARY

VOLUME II: TOURISM DEVELOPMENT STRATEGY

CALGARY-CANMORE
TOURISM DESTINATION AREA STUDY

EXECUTIVE SUMMARY

VOLUME II: TOURISM DEVELOPMENT STRATEGY

INTRODUCTION

The Calgary-Canmore Tourism Destination Area Study was initiated by Travel Alberta as part of the ongoing Tourism Destination Area Planning Program. The purpose of the study is to inventory and evaluate opportunities for, and constraints to, development of the tourism industry, and to prepare a tourism development strategy for Calgary and District Tourist Zone 10. The study findings are presented in two volumes: Volume I - Inventory and Assessment, and Volume II - Tourism Development Strategy.

The tourism development strategy outlines a plan of action which will aid in the achievement of:

- increased visitation (both seasonal and year-round);
- increased length of stay; and
- increased visitor expenditures;

in Calgary, Canmore, and Zone 10 as a whole.

In preparing the strategy, input was obtained from business people; attraction operators; local, provincial and federal government representatives; and the general public.

GOALS AND OBJECTIVES

The goals of the strategy are:

- To improve the health, stability and significance of the tourism industry in the Zone.

- To increase visitation, expenditures and length of stay by tourists in the Zone.

- To improve the level of service and hospitality provided to visitors.

- To create an internationally recognized year-round tourist destination area.

- To create a balance of tourism development throughout the Zone.

- To create a better environment for private sector investment in the tourism industry.

- To diversify the economy and create income and employment for Zone residents.

Objectives for tourism development are presented for ten topic areas including:

1) General
2) Attractions
3) Accommodations
4) Events and Activities
5) Native
6) Organization
7) Information
8) Transportation
9) Hospitality
10) Marketing

TOURISM DEVELOPMENT THEMES

The theme which seems best suited to Calgary and District Zone 10 is "Western Heritage". "Western" refers to the character of current and historical use. "Heritage" refers to the multiplicity of the Zone's people, history, culture, landscapes, attractions, events, facilities, and activities.

Three sub-themes which reinforce this main theme are:

- Mountains, foothills, and parkland
- Stoney/Sarcee culture
- Resource Development

TOURISM DEVELOPMENT STRATEGY ALTERNATIVES

Three tourism development strategy alternatives were considered. They were:

1) Emphasis on marketing and packaging with development limited to improved operation and upgrading of existing facilities.

2) Development of two primary destinations - Calgary and Canmore.

3) Development of a single primary destination area - Calgary.

Strategy alternative #2 was selected as the basis for the tourism development strategy.

THE PLAYERS

The key players in the tourism industry in Zone 10 are:

- Calgary Tourist and Convention Bureau;

- community organizations and associations such as Calgary Exhibition and Stampede Board, Chambers of Commerce, Service Clubs, Calgary

Olympic Development Association, and Olympiques Calgary Olympic '88;

- Indian Bands including the Sarcee, Bearspaw, Wesley, and Chiniki Bands;

- planning authorities such as the Calgary Municipal Planning Commission and the Calgary Regional Planning Commission; and

- Municipal and Provincial Governments.

STRATEGIC DIRECTIONS

There are three main directions used in the preparation of the tourism development strategy. The three strategic directions are:

1) Make better use of existing facilities, human resources, attractions, services, and financial resources.

2) Improve the environment for investment, development and business. Also stimulate new investment and tourism businesses.

3) Selective capital development to maximize the impact on the marketplace.

KEY TOURISM DEVELOPMENT OPPORTUNITIES

Certain tourism development opportunities are key to the overall success in the implementation of the tourism development strategy. The 60 opportunities identified in the inventory and assessment report were evaluated to select key tourism development opportunities which best serve to achieve the strategy goals, objectives and directions. Thirty-one tourism development opportunities were selected. Table 3-2 presents the key tourism development opportunities.

TABLE 3-2
KEY TOURISM DEVELOPMENT OPPORTUNITIES

KEY OPPORTUNITES	STRATEGY DIRECTIONS			TIMING[1]			POSSIBLE RESPONSIBLE PARTIES[2]	POTENTIAL COSTS[3] O - OPERATING C - CAPITAL (Thousand Dollars)
	BETTER USE OF EXISTING RESOURCES	IMPROVE ENVIRONMENT FOR INVEST-MENT/BUSINESS	CAPITAL DEVELOPMENT	1-3 YEARS	4-6 YEARS	7-10 YEARS		
GENERAL								
• Attract World Class Sports Events Before and After the Olympics	*			*	*	*	OCO, CODA, CTCB Province, SO, CG, IB	O - Minimum of 100
• Develop an Annual Winter Festival	*				*		CTCB, CODA, Chambers, CG	O - 400-500 C - Minimal
• Implement a Western Heritage Theme	*			*			CTCB, Chambers, IB, CG	O - 100-200 C - Minimal
• Develop and Promote Attractions in Locations Outside of Calgary	*		*	*	*	*	Private	O - Unknown C - Several Million
• Provide Inventives and Concessions for Tourism Developments		*		*	*	*	Province, T of C, C of C, I.D.	C - Unknown O - Unknown
• Develop and Promote Tours of Olympic Facilities	*			*	*		Private, OCO, CODA, CTCB	O - 100-200 C - Minimal
• Improve and Develop Recreational Vehicle (RV) Parks	*		*		*		Private	O - 300-450 C - 2,000-3,000
• Develop Adventure Tours	*			*	*		Private, CTCB, IB	O - 50-100
• Develop Educational and Industrial Tours	*			*			Private, CTCB	O - 50-100
• Improve Visitor Information Services to Provide Accurate and Up-to-the-Minute Information on Attractions, Facilities, Events, and Services Available in Zone	*			*			CTCB, Private	O - 50-100 C - 200-400
• Develop a Central Reservations System for Zone Accommodation, Tours, Sports, Theatre, Events, etc.	*			*	*		Private, CTCB	O - 50-150 C - 300-600
• Give Canmore and Rural Zone 10 Higher Profile in Calgary Tourist and Convention Bureau	*			*			CTCB, T of C, ID, IB	O - Under 50
• Develop and Deliver Hospitality Training Programs	*			*	*		Province, CTCB, Educational Institutions, IB, Federal Government	O - 100-500

NOTES:

1. 1-3 years - 1985 to 1987
   4-6 years - 1988 to 1990
   7-10 years - 1991 to 1994

2. Possible Responsible Parties:

   CES - Calgary Exhibition and Stampede
   Chambers - Chambers of Commerce
   C of C - City of Calgary
   CG - Community Groups
   CODA - Calgary Olympic Development Association
   CRPC - Calgary Regional Planning Commission
   CTCB - Calgary Tourist and Convention Bureau
   IB - Indian Bands
   ID - Improvement District
   OCO - Olympiques Calgary Olympic '88
   Private - Private Business/Developer/Investor including Community Organizations
   Province - Provincial Government
   SO - Sports organizations
   T of C - Town of Canmore

3. Potential Costs:

   Potential cost estimates are based on the first year of operation and/or the capital cost. Estimates represent minimal amounts as anticipated by the consultants. Actual costs will depend on specific operation and development requirements.

TABLE 3-2
KEY TOURISM DEVELOPMENT OPPORTUNITIES
(Continued)

KEY OPPORTUNITES	STRATEGY DIRECTIONS			TIMING[1]			POSSIBLE RESPONSIBLE PARTIES[2]	POTENTIAL COSTS[3]
	BETTER USE OF EXISTING RESOURCES	IMPROVE ENVIRONMENT FOR INVESTMENT/BUSINESS	CAPITAL DEVELOPMENT	1-3 YEARS	4-6 YEARS	7-10 YEARS		O - OPERATING C - CAPITAL (Thousand Dollars)
• Improve Operation of Existing Tourist Services and Facilities on Indian Reserves	*			*	*		IB, Federal Government	O - 100-300
• Develop Public Investment Implementation Strategy	*	*		*			Province	O - 50-100
• Provide Extra Assistance to Expedite Application Review and Processing	*	*		*			Province, CTCB, CRPC, Local and Federal Governments	O - 50-100
• Investigate the Feasibility of Developing First Class Casino in the Zone		*		*			Private, Province	O - 50-150
CALGARY SUB-ZONE								
• Develop Attractions, Facilities, and Services in Character Areas and Target Tourism Awareness Programs at these Areas	*		*	*	*	*	Private, CTCB, CC	O - Unknown C - Unknown
• Coordinate Marketing Activities for Major Attractions	*			*			Province, C of C, CTCB	O - Under 50
• Organize Nightlife and Entertainment in Character Areas	*			*			Private, CTCB, CC	O - 100-500
• Promote Tours and Tour Packaging	*			*	*	*	Private, CTCB, Province	O - Under 50
• Plan and Implement Other World Class Events in Calgary	*			*	*	*	CTCB, CES, CODA, Chambers, Province	O - Unknown C - Unknown
CANMORE AND AREA SUB-ZONE								
• Promote Canmore and Area as the Staging Area for World Class Outdoor Recreation Events	*		*	*	*	*	CTCB, T of C, CODA, Private, Province	O - 200-400
• Capitalize on the Olympic Facilities and Games in the Area	*			*	*		Private, CTCB, CODA, T of C, Chambers, Province	O - 100-200
• Attract Major Resort Development to Area		*	*	*	*	*	T of C, Province, Private, Chambers	O - Unknown C - 100's of millions
• Construct a Gondola or Tramway to a Mountain Viewpoint and Restaurant			*		*	*	Private, ID, Province	O - 300-500 C - 2,000-3,000
• Develop and Promote Nightlife and Entertainment in Town	*		*	*	*	*	Private, CC, Chambers, CTCB	O - Unknown C - Unknown
• Promote Canmore as a Service Centre for Surrounding Resort and Recreation Developments	*	*		*	*		Private, Chambers, CTCB	O - Under 50
• Prepare Tourism Action Plan for Canmore	*	*		*			Chambers, T of C, CTCB, CRPC	O - Under 50
KANANASKIS CENTRAL SUB-ZONE								
• Attract Developers for the Ribbon Creek Alpine Village		*	*	*			Province, Private	O - Unknown C - Unknown
• Develop Campground at Bow Valley Provincial Park			*		*	*	Province, Private	O - 150-300 C - 1,000-2,000